

Osprey Approach: Employment - Grievance Employee

This help guide was last updated on
Aug 6th, 2024

The latest version is always online at
<https://support.ospreyapproach.com/?p=23158>

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CLIENT DETAILS FW_EME

Client date of birth


Client Salutation

Funding

Please Select 

- Please Select
- Private
- Trade Union
- Legal Expenses
- No win no fee
- Public funding

Client gender

Please Select 

- Please Select
- Male
- Female

 **Submit** **Cancel**

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

- Please Select
- Dear Sirs
- Employer Contact 1
- Employer Contact 2
- Employer Contact 3
- Employer Contact 4

Employer Contact 1 Title

Employer Contact 1 Initials

Employer Contact 1 Forename

Employer Contact 1 Surname

Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable

Employer Contact 1 Address

EMPLOYMENT DATES FW_EME


Employment Start Date

Employment Termination Date

Date of Dismissal

Years with Employer

Date from which Time Limit Runs

Limitation Date

Date last paid

Notice Period (Contract)

Notice Period (Actual)

JOB DETAILS FW_EME

Job Title

Employment Status

Hours per week

CONTRACT OF EMPLOYMENT / POLICIES FW_EME

Does client have a Contract of Employment?

Please Select	▼
Please Select	
Yes	
No	

Has client supplied Contract of Employment?

Please Select	▼
Please Select	
Yes	
No	
Not applicable	

Do we need a chronology?

Please Select	▼
Please Select	
Yes	
No	

Has client supplied a chronology?

Please Select	▼
Please Select	
Yes	
No	

Does employer have written disciplinary procedure?

Please Select	▼
Please Select	
Yes	
No	
Not Known	

Has client supplied company disciplinary procedure

Please Select	▼
Please Select	
Yes	
No	
Not Known	

Does employer have written grievance procedure?

EMPLOYMENT FINANCIAL DETAILS FW_EME

Gross Salary (annual)

Gross Salary (monthly)

Gross Salary (weekly)

Net Salary (annual)

Net Salary (monthly)

Net Salary (weekly)

Payment Period

Please Select

- Please Select
- Weekly
- Monthly
- Other

London Weighting?

Please Select

- Please Select
- Yes
- No
- Not applicable

London Weighting Amount

Bonus?

Please Select

- Please Select
- Yes
- No

Bonus Amount

TYPE OF CLAIM FW_EME

Unfair dismissal

Please Select ▼

Please Select

Yes

No

Discrimination - Age

Please Select ▼

Please Select

Yes

No

Discrimination - Disability

Please Select ▼

Please Select

Yes

No

Discrimination - Gender Reassignment

Please Select ▼

Please Select

Yes

No

Discrimination - Marriage / Civil Partnership

Please Select ▼

Please Select

Yes

No

Discrimination - Pregnancy / Maternity

Please Select ▼

Please Select

Yes

No

Discrimination - Race

Please Select ▼

Please Select

Yes

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

- Please Select
- Dear Sirs
- Employer Contact 1
- Employer Contact 2
- Employer Contact 3
- Employer Contact 4

Employer Contact 1 Title

Employer Contact 1 Initials

Employer Contact 1 Forename

Employer Contact 1 Surname

Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable

Employer Contact 1 Address

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

- Please Select
- Dear Sirs
- Employer Contact 1
- Employer Contact 2
- Employer Contact 3
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Employer Contact 1 Title

Employer Contact 1 Initials

Employer Contact 1 Forename

Employer Contact 1 Surname

Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable

Employer Contact 1 Address

EMPLOYER RESPONSE FW_EME

Employer response received?

Please Select ▼

Please Select

Yes

No

Submit Cancel

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

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- Dear Sirs
- Employer Contact 1
- Employer Contact 2
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Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable

Employer Contact 1 Address

EMPLOYER RESPONSE FW_EME

Employer response received?

Please Select ▼

Please Select

Yes

No

Submit Cancel

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

- Please Select
- Dear Sirs
- Employer Contact 1
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Employer Contact 1 Surname

Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable

Employer Contact 1 Address

GRIEVANCE HEARING DATE

Grievance Hearing Date

Select a date



✓ Submit

Cancel

GRIEVANCE HEARING OUTCOME

Appeal to be sent by (date)

Select a date



Does client wish to appeal?

Please Select



Please Select

Yes

No

✓ Submit

Cancel

EMPLOYER DETAILS FW_EME

Employer Company Name

Current Recipient

Please Select ▼

- Please Select
- Dear Sirs
- Employer Contact 1
- Employer Contact 2
- Employer Contact 3
- Employer Contact 4

Employer Contact 1 Title

Employer Contact 1 Initials

Employer Contact 1 Forename

Employer Contact 1 Surname

Employer Contact 1 Email

Employer Contact 1 Tel

Employer Contact 1 at Main Address?

Please Select ▼

- Please Select
- Yes
- No
- Not applicable


Employer Contact 1 Address

GRIEVANCE HEARING OUTCOME

Appeal to be sent by (date)

Does client wish to appeal?

Please Select 

Please Select

Yes

No

 Submit 

APPEAL HEARING


Appeal Hearing Date

 Submit 

INSTRUCTIONS POST APPEAL

Client Instructions Post Appeal

Please Select 

Please Select

Issue

Settle

Other

Client Instructions Post Appeal (other)

 Submit 

DRAFT APPEAL LETTER TO

EMPLOYER (CONTACT 1) (GRIEV)



PRACCTICE
SOLICITORS

www.demoospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMP_CONT1_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Re: { MERGEFIELD MATTER MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT APPEAL LETTER TO

EMPLOYER (CONTACT 2) (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

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FW_EMPCONT_1_FW_EMPCONT2_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }
{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_ADD }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT APPEAL LETTER TO

EMPLOYER (CONTACT 3) (GRIEV)



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client_no }/{ MERGEFIELD matter_no }

Your Ref:

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MERGEFORMAT }

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FW_EMPCONT_2_FW_EMPCONT3_IN } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }
{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_ADD }

Dear { MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT APPEAL LETTER TO

EMPLOYER (CONTACT 4) (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4INTS } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }
{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4ADDRESS }

Dear { MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT LETTERS TO CLIENT FOR

APPROVAL (GRIEV)



PRACCTICE
SOLICITORS

www.demoospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

GRIEVANCE LETTER TO

EMPLOYER – COMPANY (GRIEV)



PRACCTICE
SOLICITORS

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T: 0330 060 4940

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client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPLOYER_FW_EMPR_CO_NM }
{ MERGEFIELD FW_EMPLOYER_FW_EMPR_MN_ADR }

Dear Sirs

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours faithfully

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

GRIEVANCE LETTER TO

EMPLOYER – CONTACT 1 (GRIEV)



PRACCTICE
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T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMP_CONT1_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Re: { MERGEFIELD MATTER MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

GRIEVANCE LETTER TO

EMPLOYER – CONTACT 2 (GRIEV)



PRACCTICE
SOLICITORS

www.demospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }
{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_ADD }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

GRIEVANCE LETTER TO

EMPLOYER – CONTACT 3 (GRIEV)



PRACCTICE
SOLICITORS

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enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_IN } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }
{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_ADD }

Dear { MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

GRIEVANCE LETTER TO

EMPLOYER – CONTACT 4 (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4INTS } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }
{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4ADDRESS }

Dear { MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

LETTER TO CLIENT CONFIRM

APPEAL LETTER SENT (GRIEV)



PRACCTICE
SOLICITORS

www.demoospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

Yours sincerely

**{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }**

LETTER TO CLIENT CONFIRM

GRIEVANCE LETTERS SENT



PRACCTICE
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Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

WITHOUT PREJUDICE LETTER TO

EMPLOYER - COMPANY (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ * MERGEFORMAT }

{ MERGEFIELD FW_EMPLOYER_FW_EMPR_CO_NM }
{ MERGEFIELD FW_EMPLOYER_FW_EMPR_MN_ADR }

Dear Sirs

Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

We have been instructed by our client { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }. We have set out our client's position in his/her grievance/open letter.

Brief details of the strength of your case.

It is clear, from the manner in which our client has been treated that our client continuing employment with the Company is untenable for both parties.

We have advised our client that if he/she was to pursue a claim in the Employment Tribunal, he/she would be successful. No doubt you are aware that the limits for unfair dismissal award are £88,519.00 and the awards for discrimination are unlimited.

If the situation is not resolved amicably, our client will be left with no option but to file such claims in the Employment Tribunal.

Our client has advised us that he/she would be prepared to sign a Settlement Agreement provided he/she receives the following:

1. His contractual notice; { MERGEFIELD FW_EMP_TRMS_DTS_FW_NOTICE_CNTR }
2. (?) months' gross pay; £
3. accrued but untaken holiday pay; { MERGEFIELD FW_EMP_CLM_DET_FW_HOL_PAY_AMT \# £#,##.00}
4. Injury to feeling of { MERGEFIELD FW_EMP_CLM_DET_FW_INJ_FLGS_AMT \# £#,##.00}

Further, our client would want an agreed reference and a contribution to his/her legal fees of £{ MERGEFIELD FW_EMP_SETT_AG_FW_CONTRIB_AMT }. This would of course increase if matters are not resolved quickly.

Our client has made an offer very early in order to try and resolve matters amicably and in the interest of all parties concerned. Our client is disappointed with the way he/she has been treated but would like a resolution.

We look forward to hearing from you.

Yours faithfully

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

WITHOUT PREJUDICE LETTER TO

EMPLOYER – CONTACT 1 (GRIEV)

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMP_CONT1_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Re: { MERGEFIELD MATTER MATTER_DESCRIPTION }

We have been instructed by our client { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD
LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }. We have set out
our client's position in his/her grievance/open letter.

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interest of all parties concerned. Our client is disappointed with the way he/she has been treated
but would like a resolution.

We look forward to hearing from you.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

WITHOUT PREJUDICE LETTER TO

EMPLOYER – CONTACT 2 (GRIEV)

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }
{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_ADD }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

We have been instructed by our client { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD
LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }. We have set out
our client's position in his/her grievance/open letter.

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3. accrued but untaken holiday pay; { MERGEFIELD FW_EMP_CLM_DET_FW_HOL_PAY_AMT \# £#,##.00}
4. Injury to feeling of { MERGEFIELD FW_EMP_CLM_DET_FW_INJ_FLGS_AMT \# £#,##.00}

Further, our client would want an agreed reference and a contribution to his/her legal fees of £{ MERGEFIELD FW_EMP_SETT_AG_FW_CONTRIB_AMT }. This would of course increase if matters are not resolved quickly.

Our client has made an offer very early in order to try and resolve matters amicably and in the interest of all parties concerned. Our client is disappointed with the way he/she has been treated but would like a resolution.

We look forward to hearing from you.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

WITHOUT PREJUDICE LETTER TO

EMPLOYER – CONTACT 3 (GRIEV)

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_IN } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }
{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_ADD }

Dear { MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

We have been instructed by our client { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD
LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }. We have set out
our client's position in his/her grievance/open letter.

Brief details of the strength of your case.

It is clear, from the manner in which our client has been treated that our client continuing
employment with the Company is untenable for both parties.

We have advised our client that if he/she was to pursue a claim in the Employment Tribunal,
he/she would be successful. No doubt you are aware that the limits for unfair dismissal award
are £88,519.00 and the awards for discrimination are unlimited.

If the situation is not resolved amicably, our client will be left with no option but to file such
claims in the Employment Tribunal.

Our client has advised us that he/she would be prepared to sign a Settlement Agreement
provided he/she receives the following:

1. His contractual notice; { MERGEFIELD
FW_EMP_TRMS_DTS_FW_NOTICE_CNTR }
2. (?) months' gross pay; £

3. accrued but untaken holiday pay; { MERGEFIELD FW_EMP_CLM_DET_FW_HOL_PAY_AMT \# £#,##.00}
4. Injury to feeling of { MERGEFIELD FW_EMP_CLM_DET_FW_INJ_FLGS_AMT \# £#,##.00}

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We look forward to hearing from you.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

WITHOUT PREJUDICE LETTER TO

EMPLOYER – CONTACT 4 (GRIEV)

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4INTS } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }
{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4ADDRESS }

Dear { MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

We have been instructed by our client { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD
LINKNAME_FORENAME_1 } { MERGEFIELD LINKNAME_SURNAME_1 }. We have set out
our client's position in his/her grievance/open letter.

Brief details of the strength of your case.

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provided he/she receives the following:

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3. accrued but untaken holiday pay; { MERGEFIELD FW_EMP_CLM_DET_FW_HOL_PAY_AMT \# £#,##.00}
4. Injury to feeling of { MERGEFIELD FW_EMP_CLM_DET_FW_INJ_FLGS_AMT \# £#,##.00}

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Our client has made an offer very early in order to try and resolve matters amicably and in the interest of all parties concerned. Our client is disappointed with the way he/she has been treated but would like a resolution.

We look forward to hearing from you.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CHASE EMPLOYER FOR

RESPONSE (COMPANY) (GRIEV)



PRACCTICE
SOLICITORS

www.demoospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPLOYER_FW_EMPR_CO_NM }
{ MERGEFIELD FW_EMPLOYER_FW_EMPR_MN_ADR }

Dear Sirs

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours faithfully

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CHASE EMPLOYER FOR

RESPONSE (CONTACT 1) (GRIEV)



PRACCTICE
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Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMP_CONT1_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT1_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT1_SN }

Re: { MERGEFIELD MATTER MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CHASE EMPLOYER FOR

RESPONSE (CONTACT 2) (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_IN } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }
{ MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_ADD }

Dear { MERGEFIELD FW_EMPCONT_1_FW_EMPCONT2_TTL } { MERGEFIELD
FW_EMPCONT_1_FW_EMPCONT2_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CHASE EMPLOYER FOR

RESPONSE (CONTACT 3) (GRIEV)



PRACCTICE
SOLICITORS

www.demospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_IN } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }
{ MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_ADD }

Dear { MERGEFIELD FW_EMPCONT_2_FW_EMPCONT3_TTL } { MERGEFIELD
FW_EMPCONT_2_FW_EMPCONT3_SN }

Re: { MERGEFIELD MATTER MATTER DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CHASE EMPLOYER FOR

RESPONSE (CONTACT 4) (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4INTS } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }
{ MERGEFIELD FW_EMP_WITDET_2_FWWIT4ADDRESS }

Dear { MERGEFIELD FW_EMP_WITDET_2_FWWIT4TITLE } { MERGEFIELD
FW_EMP_WITDET_2_FWWIT4SURNAME }

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CLIENT ADVICE ON APPEALING

GRIEVANCE

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

We confirm that we have now received your outcome for the grievance. If you wish to appeal this grievance then you need to do this within [?] days and I calculate your appeal must be sent to your employer by{ MERGEFIELD FW_EMP_HRTGS_FW_APPEAL_DUE \@ "d MMMM yyyy" }.

If we need more time to appeal I can write to your employer and confirm that you intend to appeal and you will shortly provide them with full grounds.

If you are happy with the outcome then you do not have to appeal. If you are unhappy with the outcome and you intend to take matters further against your employer to a tribunal or you wish to try and encourage a settlement then you should appeal.

In my view the grounds of appeal you have are:

1.

You should note that your employer can change the decision of the grievance at the appeal. As a rule of thumb anything you miss out at your appeal you will find it hard to raise at a letter date e.g. at a tribunal hearing.

If you do not wish to attend a hearing for the appeal you can ask that they deal with you in writing, however your employer may insist on you attending the meeting.

Please let me know if you would like me to draft your appeal.

If you have any queries please do not hesitate to contact me.

Yours sincerely

**{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }**

CLIENT ADVICE ON GRIEVANCE

HEARING

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER MATTER_DESCRIPTION }

You have been invited by your employers to attend a grievance hearing on { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_DT \@ "d MMMM yyyy"} at { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_TM } at { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_LC }.

Your legal entitlement is to attend with a colleague of your choice or a trade union representative. If you wish to take any one other than this then we can ask your employer if they will agree to this. Employers are usually reluctant to agree to anyone else. It is not usual for you to take a legal advisor and your employer does not have to agree to this save in exceptional circumstances. Please contact me if you would like to discuss this further.

Your colleague or trade union representative will not be able to answer questions for you that is not their role. They can make representations so be sure that you have discussed your remit with them. If you have a colleague that is nervous about attending, they can simply write notes of the meeting for you. Remember to take this from them at the end of the meeting, for your records. If your employer has a note taker then ask them to let you have a copy of the notes and if they refuse ask that they send you a copy. Do not sign your agreement to any notes taken at the meeting without having sufficient time to review them.

It is unlikely that your employer will agree to a recording device, but we can ask them to let you record the meeting if you wish.

At the grievance hearing, it is important that you answer any questions that you are able to. If you cannot answer or feel reluctant to answer question, suggest that you write down the questions and that you will respond in writing.

You grievance letter should be a good basis for you to outline your grievance. If you are nervous we can help you by putting together a statement that you can hand or read out or prepare some bullet points of the main points you want them to consider.

If you feel you need to take some advice during the hearing, you should ask for a break and telephone us.

We have discussed that if you are made an offer, do not feel pressured to accept there and then but instead ask for some time to consider or ask that they put it in writing for you.

Please contact me once you have had the meeting to discuss how the meeting went. If you have any queries please do not hesitate to contact me.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CLIENT ADVICE POST APPEAL

(GRIEV)



PRACCTICE
SOLICITORS

www.demospreyapproach.com
enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CLIENT ADVICE PRIOR TO

APPEAL (GRIEV)



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: Grievance Hearing

We confirm that we have now received your outcome for the grievance. If you wish to appeal this grievance then you need to do this within [?] days and I calculate your appeal must be sent to your employer by { MERGEFIELD FW_EMP_HRTGS_FW_APPEAL_DUE \@ "d MMMM yyyy" }.

If we need more time to appeal I can write to your employer and confirm that you intend to appeal and you will shortly provide them with full grounds.

If you are happy with the outcome then you do not have to appeal. If you are unhappy with the outcome and you intend to take matters further against your employer to a tribunal or you wish to try and encourage a settlement then you should appeal.

In my view the grounds of appeal you have are:

1.

You should note that your employer can change the decision of the grievance at the appeal. This includes reinstatement/dismissal. If you do not want to be reinstated then we need to make this clear. Otherwise you may have to accept the reinstatement if that is what they decide or resign. We will discuss this further should the situation arise.

As a rule of thumb anything you miss out at your appeal you will find it hard to raise at a letter date e.g. at a tribunal hearing.

If you do not wish to attend a hearing for the appeal you can ask that they deal with you in writing, however your employer may insist on you attending the meeting.

Please let me know if you would like me to draft your appeal.

If you have any queries please do not hesitate to contact me.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

CLIENT LETTER ADVISING ON

GRIEVANCE HEARING DATE



Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }

Dear { MERGEFIELD FW_CLI_INFO_EME_FW_SALUTATION }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

I write to inform you that a disciplinary hearing has been listed at { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_TM } on { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_DT \@ "d MMMM yyyy"}, at { MERGEFIELD
FW_EMP_HRTGS_FW_GRVHRG_LC }.

I should be grateful if you would please let me know if you are unable to attend this hearing for
any reason as soon as possible.

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT APPEAL LETTER TO

CLIENT FOR APPROVAL (GRIEV)



PRACCTICE
SOLICITORS

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enquiries@pracctice.com
Suite 1, Falstaff House
Malvern
WR14 1JJ
T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD
client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_INITIALS_1 } {
MERGEFIELD LINKNAME_SURNAME_1 }
{ MERGEFIELD CALCULATION_ADDRESS }

Dear { MERGEFIELD LINKNAME_TITLE_1 } { MERGEFIELD LINKNAME_SURNAME_1 }

Re: { MERGEFIELD MATTER_MATTER_DESCRIPTION }

Yours sincerely

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }

DRAFT APPEAL LETTER TO

EMPLOYER (COMPANY) (GRIEV)



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client_no }/{ MERGEFIELD matter_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ *
MERGEFORMAT }

{ MERGEFIELD FW_EMPLOYER_FW_EMPR_CO_NM }
{ MERGEFIELD FW_EMPLOYER_FW_EMPR_MN_ADR }

Dear Sirs

**Re: { MERGEFIELD LINKNAME_FORENAME_1 } { MERGEFIELD
LINKNAME_SURNAME_1 }**

Yours faithfully

{ MERGEFIELD CALCULATION_FEE_EARNER_DESCRIPTION }
{ MERGEFIELD PRACTICEINFO_PRACTICE_NAME*UPPER }